

Creating a Nation of Learners



INSTITUTE of
Museum and Library
SERVICES



IMLS Shaping Outcomes
and Logic Model

Shaping Outcomes

Outcome-based planning and evaluation (OBPE), sometimes called outcomes measurement, is a systemic way to determine if a program has achieved its goals.

Shaping Outcomes – free, online training in OBPE is available at www.shapingoutcomes.org

OBPE & Logic Model

The organized process of developing an outcome-based program and a logic model (an evaluation plan) helps institutions:

- articulate clear program benefits (outcomes),
- measure those program benefits (indicators),
- clarify the specific individuals or groups for which the program's benefits are intended (target audience), and
- design program services to reach that audience and achieve the desired results.

Developing the Logic Model

Inputs	<ul style="list-style-type: none">■ What did we use?■ How much did we spend?■ How much did we consume?
Activities & Services	<ul style="list-style-type: none">■ What did we do?
Outputs	<ul style="list-style-type: none">■ How many units did we deliver?■ To whom? (audience characteristics)
Outcomes	<ul style="list-style-type: none">■ What did we achieve for our target audience?

How to develop an outcome-oriented program

Identify a need

Need can be based on

- Your experiences
- Program partner experiences
- Formal or informal research

Measuring outcomes

Building a logic model

- Logic model is the evaluation plan
- Shows how all elements fit together
- Helps assure desired results
- Logic model is a flexible, dynamic planning tool
- Builds consensus about goals and roles

What is a logic model and is it necessary?

A logic model is a step-by-step approach for defining and measuring outcomes.

It can be your program's evaluation plan:

- how you will measure outcomes
- what information you need to collect
- who you will collect information about
- when you will get the information
- what targets you have chosen for the outcomes

What is an “outcome”?

- An outcome is a benefit that occurs to participants of a program; when the benefits to many individuals are viewed together, they show the program's impact
- Outcomes represent an achievement or a change in behavior, skills, knowledge, attitude, status or life condition of participants related to participation in a program

What is an “outcome”?

- An outcome always focuses on what participants will say, think, know, feel, or be—not on mechanisms or processes which programs use to create their hoped-for results.
- Well-designed programs usually choose outcomes that participants would recognize as benefits to themselves.
- To simplify planning for evaluation, state the outcome you want to produce in simple, concrete, active terms.

Sample Outcome Statements

Poor Outcome Statements

- Students will know how to use the Web
- Users will have better health information
- Museum staff will be trained in curriculum design
- Democracy will flourish

Better Outcome Statements

- Students will demonstrate information literacy skills
- Users will make healthier life-style choices
- Museum staff will know the key elements of successful education programs
- Visitors will register to vote

What is the difference between outputs and outcomes?

- 42 staff members will complete training
- 37 museums will participate in education training
- 4 courses will be held
- participants will receive 3 CEUs
- Museum staff will know the key elements of successful education programs
- Customers will report high satisfaction with visitor services
- Interns will develop skills in cataloging museum collections

How do I choose outcomes for my program?

- Why are we offering this program?
- What do we want to accomplish?
- Who do we want to benefit?

The answers to those questions should allow you to describe the changes or impact that you want to see as a result of the program.

Those hoped-for changes become the intended program outcomes.

What is an indicator?

- Indicators are the specific, observable, and measurable characteristics, actions, or conditions that tell whether a desired achievement or change has happened.
- To measure outcomes accurately, indicators must be concrete, well-defined, and observable; usually they are also countable.

What is an indicator?

It is easier to construct a good indicator if you use the format:

- ***Number and/or percent* of a *specific target population* who *report, demonstrate, exhibit an attitude, skill, knowledge, behavior, status, or life condition* in a *specified quantity* in a *specified timeframe and/or circumstance***

Audience or Stakeholder?

Target Audience:

The group of people the program hopes to affect. Effective programs keep the people they want to benefit clearly in mind.

Stakeholders:

People or institutions who care about the process or outcomes of a program. Some stakeholders may contribute inputs (funding or staff time or facilities); others may be formal partners, helping to deliver the program.

Stakeholder Influence

Look at stakeholders:

- Include individuals, agencies, funding sources, competition, community groups and national and state affiliations.

They influence:

- Desired outcomes
- How results are communicated
- Type and nature of services
- Who program serves

What kinds of programs are best suited for OBPE?

- Many programs can incorporate OBPE as an effective and efficient management tool.
- Specifically, OBPE is geared toward measuring the impact of a program on a target audience.
- Any program that intends to educate or train participants (to change or build attitudes, skills, knowledge, behavior, status, or life condition) can be designed with outcomes at its core and can be evaluated using OBPE concepts.

Too Difficult to Measure?

- Some things will seem more difficult to measure (evaluate) than others, and not all things programs accomplish need be measured.
- Measuring attitude changes or other “soft” impacts may require more creativity.
- Clarifying the relationship between an outcome and measurable and observable “indicators” is key to success.

Are My Outcomes Good Enough?

Outcomes are effective if they

- 1) are closely associated with the purpose of a program and describe what an organization wants to make happen for people,
- 2) are realistic and within the scope of what the program can affect and
- 3) have indicators that allow them to be measured.

How do I report outcome based evaluation information?

- Needs identified
- Outputs (what we produced)
- Inputs (what we used)
- Activities and services (what we did)
- Audience (characteristics and participation)
- Outcomes (what impact we achieved and how we know) and
- Interpretation (what it all means, why it matters)

Small Group Discussion 2

Logic Model - Flash Presentations

- We do what?
- For whom?
- For what outcome?